# Terms of reference for

# The Housing Board

# For Cambridgeshire, Peterborough & West Suffolk

# September 2022

## Name of group

The Housing Board for Cambridgeshire, Peterborough & West Suffolk

## Purpose

The Housing Board recognizes the importance of housing as a human right, as a vital ingredient for economic growth and as a key factor in our residents’ wellbeing. The Housing Board works to highlight the importance of housing and its pivotal role when issues require an integrated response across a range of organisations, areas and agendas.

## Role

The Housing Board is a senior officer group of local authorities, housing providers and partner agencies working collaboratively strategically and operationally.

Since 2002 the Housing Board has worked collaboratively with partners to identify issues, gather data, explore solutions and implement change, sharing learning and experience across our housing market area around the Board’s priorities.

It has previously been known as CRHB (Cambridge sub-Regional Housing Board) and CRASH (Cambridge sub-Region Affordable and Social Housing group).

## Priorities

* New homes & communities
* Homes for wellbeing
* Existing homes
* Housing need & homelessness
* Housing & the cost of living
* Housing & the environment

## Constitutional arrangements

The Housing Board’s function is to co-ordinate and take forward strategic and operational housing projects and ways of working.

It is not a formally constituted decision-making body, so it acts with reference to existing decision-making processes particularly local authority constitutional arrangements and other organisational processes.

Individual partners will be nominated to take responsibility for leading on elements of agreed joint working that require cross-authority and cross-agency working, where there are resource implications.

## Membership

The following organisations have a representative on the Housing Board

* Cambridge City Council
* East Cambridgeshire District Council
* Fenland District Council
* Huntingdonshire District Council
* Peterborough City Council
* South Cambridgeshire District Council
* West Suffolk Council
* National Probation Service
* Cambridgeshire and Peterborough County Councils including Public Health & Community Safety links
* Cambridgeshire & Peterborough Combined Authority (CPCA)
* Up to four housing association (RP) representatives including at least one local RP chief executive and at least one “Homes for Cambridgeshire & Peterborough” rep.

The Housing Board’s chair and vice-chair will be elected from the membership on an annual basis and will in the first instance represent the Board at related meetings. The Chair will usually be elected from the local authority housing representatives.

## Roles and responsibilities

Through its meetings and work plan, the Housing Board will:

* Develop and deliver a work programme, based on its agreed priorities.
* Identify opportunities for joint working and exchange of good practice between agencies including joint working and joint commissioning of projects, fostering collaboration wherever beneficial. This can include joint briefings for housing organisations, elected members and others to support engagement in decision-making at a local or county-wide level.
* Set up and support groups which address priority areas, enabling links back to the Board, and reviewing the impact and relevance of such groups periodically.
* Report on progress and activities of the Housing Board to Cambridgeshire & Peterborough Public Service Board.
* Respond to key consultation documents on housing and related issues.

Members of the Housing Board commit to

* Attend Housing Board meetings as often as possible or sending a proxy.
* Propose agenda items and seek guests to present on these items, in co-operation with the chair and admin support.
* Attend related groups as a representative of the Housing Board, reporting back on their activities to the next meeting or by other more appropriate means.
* Share Housing Board communications and information across the local network.
* Promote the work of the Housing Board within its own organization, at all relevant levels.

Members of the Housing Board will expect

* To get meeting papers in a timely fashion – as often as possible a week before each meeting.
* Open and honest discussions at meetings, agreeing only where necessary to “Chatham House” rules.

The Chair will

* Be responsible for agreeing the agenda for each meeting.
* Provide or organize the secretariat for meetings.
* Seek consensus or majority agreement to actions where this is necessary, though individual members will not be constitutionally bound by agreed actions.
* Be responsible for agreeing the annual performance objectives and work programme for the Housing Coordinator, in consultation with the vice-chair.

The Housing Coordinator will

* Provide support for the meeting plan and development of agendas.
* Draft papers and programmes.
* Make sure agendas, action notes and background papers for the meetings available on the Housing Boards’ web page.

## Meeting arrangements

* The Housing Board will usually meet on the first Friday of each month.
* Each year, a calendar of dates will be set up and circulated via calendar invites.
* A list of actions will be maintained and progress checked regularly. Brief notes of discussions will be held but these will not constitute full, formal minutes.
* Meetings will be recorded (provided attendees agree to this) which will be kept to assist with creating the notes and action list. Recordings will not be retained.

## Resources & budget

* One full time equivalent housing coordinator and funding for post, usually managed by the Housing Board chair.
* Meeting support and rooms arranged by Chair, or on-line meetings held usually on Microsoft Teams.
* Budget for housing market assessment maintenance, Cambridgeshire Insight hosting and Hometrack subscription.

## Information sharing & communications

* Group members will share information and resources usually via email between meetings, including by “reply all” to Housing Board emails.
* There is a public webspace for the group which the housing coordinator will maintain, including a page for meeting papers, terms of ref, annual plan; and a more general area setting out Housing Board priorities, partners and projects.
* The Housing Board twitter account is used to help share updates and build our network @CambsHsgSubReg
* The Housing Board may devise a communications plan and other plans as needed.

## Programme development, monitoring and review

The Housing Board will hold an annual event to review the relevance and value of its work and to establish its work programme for the coming year. These will be refined, agreed and monitored throughout the year as a regular agenda item. The deliverables resulting from this review include:

* Updated Terms of Reference & membership list.
* Updated priorities.
* Close-down of previous year’s workplan.
* Updated workplan and agendas for the coming year.

Stakeholder events may be held as appropriate to consult on specific issues and/or the Board’s work plan.

## Linked groups and agencies

A key role of the housing board is to drive and contribute to local networks and partnerships. Much of this work is done via linked groups, whether set up by the housing board or not.

* The Housing Board can set up its and support groups of its own creation and can contribute to or support other groups.
* A member of the Housing Board will act as a link to these groups and report back to the Board on progress against agreed priorities, in person or via email.
* The Housing Board can ask for items to be added to the groups’ agendas or invite groups to present at Housing Board meetings as needed. Representatives of the Board may be asked to provide housing expertise to other groups.

## Details of housing network partners

This page provides information on groups and links as at August 2022). Footnotes provide websites where available.

| Priority area | Group | Chair / contact | Link to Housing Board | Website  |
| --- | --- | --- | --- | --- |
| All priorities | Housing Board | Dan Horn, FDC | - | [[1]](#footnote-1) |
| Public Service Board (CPSB) | Liz Watts, SCDC | - |  |
| Strategic Housing Group (CSHG) | Sue Beecroft | Sue Beecroft | [[2]](#footnote-2) |
| New homes & communities | CPCA Combined Authority (CPCA) |  | Azma Ahmed-Pearce | [[3]](#footnote-3) |
| Homes England | n/a | Becky Ashley (tbc) | [[4]](#footnote-4) |
| Homes for Cambridgeshire & Peterborough | Claire Higgins, Cross Keys Homes | Karen Mayhew, Nigel Howlett | [[5]](#footnote-5) |
| Housing enablers  | Frank Mastrandrea, HDC | FM | [[6]](#footnote-6) |
| *Rural Housing Forum (facilitated by Cambridgeshire ACRE).* | *Cambs ACRE* | *Frank Mastrandrea, HDC* |  |
| Planning Policy Forum (Cambridgeshire & Peterborough) (PPF) | Clara Kerr, HDC | Sue Beecroft | [[7]](#footnote-7) |
| Homes for wellbeing | Cambridgeshire & Peterborough Health and Wellbeing Boards (HWBB) | TBC | Val Thomas / Iain Green |  |
| Integrated Commissioning Board (Cambridgeshire & Peterborough) (ICB) | Val Moore, Healthwatch |  | [[8]](#footnote-8) |
| Community Resilience Forum (CRF) | Matt Oliver | Sue Beecroft, Dan Horn, others |  |
| Housing Related Support provider forum | Lisa Sparks, CCC | Lisa Sparks  |  |
| Drug & alcohol misuse delivery board | Laura Hunt, Police | Joe Keegan, Susie Talbot |  |
| Community Mental Health Board (CMHB) | Heidi Adamson, Commissioning & Contracts Manager - Mental Health, CCG | Sue Beecroft |  |
| Mental Health Crisis Care Concordat Group | Emma Welsh CCG/CPFT | Sue Beecroft |  |
| Existing homes | Cambridgeshire and District Community Safety Partnerships and problem-solving groups (CCSP) |  | Dan Horn, FDC |  |
| Domestic Abuse & Sexual Violence (DASV) Delivery Board and Ops Group | Vickie Crompton, Amanda Warburton, CandP Domestic Abuse and Sexual Violence Partnership | David Greening, CC Heather Wood, SCDC |  |
| Hoarding Forum | Stuart Brown | Ad hoc | [[9]](#footnote-9) |
| Homes for Cambridgeshire & Peterborough Operations Group  |  | Karen Mayhew, H4C&P |  |
| County housing group (private sector housing issues) |  | Jo Evans, FDC |  |
| Housing need | Home-Link Management Board (HLMB) & Ops Group (HLOG) (Cambridgeshire & West Suffolk) | Heather Wood, SCDC | Heather Wood | [[10]](#footnote-10) |
| Homelessness Strategy Group  | Susan Carter / Heather Wood SCDC | Heather Wood SCDC, Jon Collen HDC |  |
| Offender pathway meeting (sub-group of CCJB) | Amanda Chapman, Probation (HMP P’boro) | Heather Wood / Jon Collen (TBC) |  |
| Armed Forces Covenant Group / Operation Courage team | Heidi Adamson, Commissioning & Contracts Manager - Mental Health, CCG | Sue Beecroft for Operation Courage link |  |
| *Changing Futures* Cambridgeshire & Peterborough tactical group (CF C&P) | Tom Tallon, CEA | Dan Horn / David Greening / Sue Beecroft |  |
| Housing & living costs | Financial Capability Forum (Cambridgeshire & Peterborough) | Andrew Church, CHS | Sue Beecroft  | [[11]](#footnote-11) |
| Economic Hardship Forum | Oliver Morley, HDC | TBC |  |
| Housing & the environment | *To be added* |  |  |  |

## Housing Board membership and roles (June 2021)

**Core group**

| Name | Role | Organisation | Role on the Board | Links to other groups? |
| --- | --- | --- | --- | --- |
| District housing |
| David Greening | Head of Housing | Cambridge City  | Cambridge housing  | Link to DASV Delivery Board, CF C&P tactical group |
| Helen Reed | Housing Strategy Manager | Cambridge City  | Cambridge strategic housing |  |
| Jane Wilson  | Director of Neighbourhoods and Communities | Cambridge City |  |  |
| Angela Parmenter | Housing and Community Safety Manager | East Cambs DC | ECDC housing and community safety  |  |
| Sally Bonnett | Infrastructure and Strategy Manager | East Cambs DC | ECDC housing and planning |  |
| Carol Pilson  | Corporate Director | Fenland DC | FDC strategic director  |  |
| Dan Horn  | Head of Housing & Community Support | Fenland DC | Housing Board chair | Cambs Community Safety Partnership, CF C&P tactical group |
| Jo Evans | Private sector housing officer | Fenland DC |  | Link to County Housing Group (PSH) |
| Frank Mastrandrea | Housing Enabler | Huntingdonshire DC | Housing enablers  | Housing enablers |
| Jon Collen | Housing Needs & Resources Manager | Huntingdonshire DC | HDC strategic housing  | Link to \* HLMB, HLOG\* homelessness strategy group\* Offender pathway meeting |
| Pamela Scott | Housing Strategy and Delivery Manager | Huntingdonshire DC |  |  |
| Heather Wood  | Service Manager – Housing Advice and Options | South Cambs DC | SCDC strategic housing, vice chair II  | Link to \* HLMB, HLOG\* homelessness strategy group\* Offender pathway meeting\* DASV Delivery Board |
| Julie Fletcher  | Service Manager – Housing Strategy | South Cambs DC | SCDC strategic housing  | CSHG |
| Peter Campbell  | Head of Housing | South Cambs DC | SCDC strategic housing |  |
| TBC | Service Manager for Strategic Housing | West Suffolk Council | W Suffolk housing  |  |
| Sean Evans | Head of Housing Needs | Peterborough City  | PCC housing needs | Support is Nadine Jarvis |
| Housing association / RP representatives |
| Alex Francis | Development Programme Manager  | Accent Group | RP rep |  |
| Stephen Hills | Chief Executive | CHS Group | RP rep | RSL CEx link and Link to *Homes for Cambridgeshire and Peterborough*  |
| Claire Higgins | Chief Executive | Cross Keys Homes | RP rep | Chair of *Homes for Cambridgeshire and Peterborough (*PA is Marta Ariza-Castro)  |
| Karen Mayhew  | Director | Homes for Cambridgeshire & Peterborough | RP rep | Link to *Homes for Cambridgeshire and Peterborough*  |
| Cambridgeshire and Peterborough Combined Authority (CPCA) |
| Azma Ahmed-Pearce | Housing Programme Manager | CPCA | Link to CPCA |  |
| County-wide health & care |
| Iain Green | Senior Public Health Manager, Environment and Planning | Cambs & Peterborough Public Health | Public Health link |  |
| Joe Keegan, Susie Talbot | Commissioner | Cambs & Peterborough Public Health | Drug, alcohol, sexual health | Link to Drug & alcohol misuse delivery board |
| Val Thomas | Deputy Director of Public Health | Cambs & Peterborough Public Health | Public Health link |  |
| Rob Hill | Assistant Director, Community Safety | Cambs & Peterborough County |  |  |
| Belinda Child | Head of Housing, Prevention & Wellbeing | Cambs & Peterborough County | Rep for adult social care for Cambs & Pet’boro |  |
| Lisa Sparks | Commissioner, People & Communities | Cambs County Council | Link to County People & Communities team | Housing Related Support, County needs profiling |
| Probation & criminal justice |
| Matthew Ryder | Head of Cambridgeshire and Peterborough Local Delivery Unit | National Probation Service, South East and Eastern |  |  |
| Support |
| Elaine Field | EA to SCDC Head of Housing | SCDC | Meeting support & notes |  |
| Sue Beecroft | Housing coordinator | c/o Cambridge City Council | Housing Board support  | CSHG, PPF, FCF, Street Support Cambs, CMHB, crisis care concordat, armed forces covenant, CF C&P tactical group |

**Wider reference group**

| Name | Job title | Organisation |
| --- | --- | --- |
| Ali Manji | Service Manager, Housing Needs & Strategy | Cross Keys Homes |
| Angie Skipper | Specialist Housing Officer, Strategic Housing | HDC |
| Anne Keogh | Housing and Strategic Planning Manager | Peterborough  |
| Claire Flowers  | Lead officer | Greater Cambridge Housing Development Agency |
| Clara Kerr | Strategic Growth Manager, Development Services | HDC, link to PPF |
| Cristina Strood | Head of Policy | Cambridgeshire Office of the Police and Crime Commissioner |
| Davina Howes  | Assistant Director, Options and Homelessness | West Suffolk |
| Emma Figures | GP Registrar | Cambs and Peterborough CCG |
| Jackie Haws | Diary Manager | National Probation Service |
| Jonathan Dixon  | Planning Policy Manager | Greater Cambridge Planning Service |
| Kim Langley | Strategy & Enabling Officer | West Suffolk |
| Lynne O'Brien  | Commissioner (Older People) | Commissioner (Older People) Cambs CC |
| Marek Zamborsky | SRO for Mental Health & LD Services | Cambridgeshire & Peterborough Clinical Commissioning Group |
| Paul Kitson  | General Manager – South East | Homes England  |
| Roger Thompson | Director of Housing & Development | CPCA |
| Sara Lomax | Service Manager, Options & Homelessness | West Suffolk  |
| Sarah Gove  | Housing and Communities Manager | Fenland DC |
| Susan Carter (Job share with Heather Wood) | Service Manager – Housing Advice and Options | South Cambs DC |

1. [https://cambridgeshireinsight.org.uk/housingboard/](https://cambridgeshireinsight.org.uk/housing/local-housing-knowledge/our-housing-network/housingboard/) [↑](#footnote-ref-1)
2. [www.cambridgeshireinsight.org.uk/cshg](http://www.cambridgeshireinsight.org.uk/cshg) [↑](#footnote-ref-2)
3. [www.cambspboroca.org](http://www.cambspboroca.org) [↑](#footnote-ref-3)
4. [www.gov.uk/government/organisations/homes-england](http://www.gov.uk/government/organisations/homes-england) [↑](#footnote-ref-4)
5. <https://www.homescp.co.uk/> [↑](#footnote-ref-5)
6. [www.cambridgeshireinsight.org.uk/housing-enablers](http://www.cambridgeshireinsight.org.uk/housing-enablers) [↑](#footnote-ref-6)
7. [www.cambridgeshireinsight.org.uk/planning](http://www.cambridgeshireinsight.org.uk/planning) [↑](#footnote-ref-7)
8. [https://cambridgeshireinsight.org.uk/integrated-commissioning-board/](https://cambridgeshireinsight.org.uk/housing/local-housing-knowledge/our-housing-network/integrated-commissioning-board/) [↑](#footnote-ref-8)
9. <https://cambridgeshireinsight.org.uk/housing/priority-themes/existing-homes/hoarding/> [↑](#footnote-ref-9)
10. [www.home-link.org.uk](http://www.home-link.org.uk) [↑](#footnote-ref-10)
11. [www.cambridgeshireinsight.org.uk/financial-capability-forum](http://www.cambridgeshireinsight.org.uk/financial-capability-forum) [↑](#footnote-ref-11)